

# I. Introduction

## An Illustration of Regulatory Mandates

The National Affordable Housing Act (NAHA) of 1990 required that in order to be eligible for funding under programs emanating from the U.S. Department of Housing and Urban Development (HUD), each jurisdiction had to submit a Comprehensive Housing Affordability Strategy (CHAS). In 1992, NAHA was amended, and replaced the CHAS with a rule providing for a Consolidated Plan. The Consolidated Plan would serve as a single performance report for all HUD formula grant programs. The rule states that the participating jurisdiction must consolidate into a single capitulation with the planning and application characteristics of their respective Community.

***As a result of the emergence of the Consolidated Plan, the CDBG, ESG, HOME, and HOPWA programs must be in compliance with the Code of Federal Regulations stipulated under Title 24 Volume 1 Part 91(24 CFR Part 91). HUD mandates all federal funds applicants that are states or units of general local government to submit an application with a certification affirming consistency with a HUD-approved Consolidated Plan.***

The City of Miami's Community Development Department prepares the Consolidated Plan as part of a collaborative process to establish a unified vision of community development actions. This process creates the opportunity for strategic planning and citizen participation to take place in a comprehensive context and aims to reduce duplication of effort at the local level. It also provides a method to measure progress of the various program goals, specific objectives, and annual goals set by the Department of Community Development.

The formula grant programs guided by the Consolidated Plan consist of the following: Community Development Block Grant (CDBG), Home Investment Partnership (HOME), Housing Opportunities for Persons with AIDS (HOPWA) and the Emergency Shelter Grant (ESG) program. Funding of CDBG activities will be divided among the Five Commission Districts based on the HUD formula allocation distribution per district in the table below.

City of Miami Commission District	Percent
District 1	21.2%
District 2	15.2%
District 3	23.9%
District 4	16.1%
District 5	23.6%
Total	100%

As the lead agency, the Department of Community Development is responsible for administering programs covered under the Consolidated Plan's umbrella. Throughout the planning process of the Consolidated Plan, the Department of Community Development executed a unified vision to promote its objectives and enforce the standards set by the community. The Department of Community Development strives to deliver efficient, effective, and caring delivery of services to the community which it serves. The Department's objective is to be a unit of local government responsive and strategically prepared for change and challenge.

## Guiding Principles

Our core values of honesty, respect, and openness will constantly guide our actions. Lessons learned in the past have helped the department understand where we have been and where we need to go! By understanding where we have been, we establish the framework for the future.

In looking into the future, the basic premise underlying the 2004-2009 Consolidated Plan is holistic development. Through holistic development the City of Miami seeks to address the housing, economic development, infrastructure and social service needs of its residents. In addition to a holistic approach, the following concepts were also used to guide the policy development in the Consolidated Plan:

- Neighborhood-based community development
- Mixed-income and spatial de-concentration of low income housing
- Mixed-use development
- Interagency/Interdepartmental collaboration
- Concentration of resources and services in a small geographic area

## Anti-Poverty Initiative

The Strategic Plan and the Anti-Poverty Strategy identified in this Consolidated Plan is reflective of the City of Miami Mayor's Anti-Poverty Initiative and the CDBG national objectives. The Consolidated Plan sets the framework for carrying out the Mayor's Antipoverty Initiative at the neighborhood level. The national formula grant programs play a vital role through the provision of resources to address the roots and consequences of poverty. The funds will assist in alleviating some of the most pressing needs in the community, beginning with housing needs. CDBG dollars also foster economic development opportunities in the City, focusing on economic opportunity for those on the lower rungs of the ladder of prosperity. In addition, CDBG dollars help social services agencies provide essential public services to indigent citizens experiencing economic hardships. CDBG funding also assist in fostering equal access to health, public safety and senior and youth services.

The upcoming plan will provide the framework used by the Department of Community Development to identify housing, homeless, community and economic development resources and needs in order to tailor a strategic plan for meeting those needs. The strategy will entail a set of recommendations for addressing current challenges, as well as those that can be expected to develop in the coming years.

## Public Participation

This document is the output of an extended community involvement process designed to engage citizens in the analysis of the issues that exist in their neighborhoods. The process also involved a wide range of groups including private organizations and community based organizations (CBOs) and others with an interest in the needs, challenges, opportunities, and priorities of the City of Miami.

Much of the work in this document was prepared by various subject matter experts who researched issues, contributed studies, and helped develop recommendations for future initiatives and priorities of the City. For this Five Year Plan, the Department of Community Development contracted with a variety of individuals and consulting firms to secure professional services.

## *Organization of Consolidated Plan*

This report provides a broad overview of the state of the City followed by analyses, priorities, objectives, and recommendations for future programming. It is the work of many hands including public officials, citizens, consultants, subject matter experts and department directors. All have worked diligently to identify a present a clear

plan of attack to combat poverty. Section I of the Consolidated Plan provides an overview which will synthesize a series of research on housing, the economy, demography, public services, and quality of life issues. The result is contingent in a new spirit of community building. Fostering this spirit and finding ways to transform it into actions will symbolize the success of this plan in the upcoming program years.

Neighborhood Development Zones and Model Blocks, discussed in Chapter V, provide a framework on the "guiding principles" that have existed for some time yet remain relevant. The theory of community revitalization is introduced with a focus in a developed concept of concentrating funding in areas deemed as workforce ready with a stable environment supportive of homeownership opportunities. This new concept is referred as "Model Blocks" evident and reflective of the analyses of specific subject areas

The concept has been embraced by the Mayor, City Commission, City Departments and local area residents. The respective Model Blocks all have been coupled with economic business zones to confront community challenges that will serve as obstacles in the revitalization process. The Model Block concept and business development zones will be tangible goals expected to produce visible and measurable outcomes in the next five years.

Last, Sections II and III of the report will conclude with a series of assessments containing information relevant to the strategy. These sections will be preceded by current services that are offered by the Department of Community Development for housing (Section II) and non-housing (Section III) programs. The sections will discuss the needs and challenges that confront the community followed by recommendations for dealing with such challenges. The recommendations will be presented in a declarative action format to include: priority, activity, strategy, targeted outcome and funding source.



## Remediating and Reducing Poverty, by Mayor Manny Diaz, Mayor of Miami and President of the United States Conference of Mayors

### A Mayor's Plan for the National Agenda

The current financial climate in America underscores that entrenched poverty and limits on economic opportunity are not only local problems, but American problems. And national problems demand national investments. As Washington bails out Wall Street, they must also remember Main Street America and invest in education, infrastructure and poverty remediation measures to ensure that all Americans have the opportunity to achieve self-sufficiency and a prosperous future.

This summer, as president of the United States Conference of Mayors, I announced five Mayors' Action Forums, to convene a discussion on the major issues facing our nation's cities: energy and the environment, crime and public safety, reducing and breaking the cycle of poverty, infrastructure investment and development, and the economic impact of arts, culture and travel. Due to the urgency of these problems, we held the first forum on August 5 and concluded the last forum on October 3.

While it is vitally important for the mayors of America's cities and metropolitan areas to meet and discuss the problems facing our cities and arrive at concrete solutions, the reality is that these are national problems. America's cities and metropolitan areas make up 85 percent of the total population. Our cities and metropolitan areas are where more than 90 percent of our national economic growth occurred between 2000 and 2007. Economic activity in our cities and metropolitan areas represent more than 85 percent of our Gross Domestic Product. Unfortunately, Washington has ignored the needs and national growth opportunity of its cities and its people. The truth is that Washington has lost its values and sense of purpose—engaging in endless debate and partisan bickering while people in this country continue to suffer.

In view of Washington's continuing neglect of these important issues, the United States Conference of Mayors took the initiative to hold these forums to devise a plan of action for America's cities for the next president. The mayors of the country want to see our recommendations included in the next president's proposals to congress, and implemented in the first 100 days of the next administration.

Poverty is at the top of our list. Statistics show that 1 in every 6 children in this country lives in poverty, with nearly half living in extreme poverty. In addition, of the more than 140 million Americans employed in 2006, 8.7 million were living in poverty—evidence that even full-time work is failing to lift workers out of poverty. Long-term poverty remediation is required.

We cannot tolerate such injustices in our midst. That's why, on September 24 in Los Angeles, mayors at the Action Forum on Poverty included the following amongst their recommendations:

- A recalculation of how poverty is measured to accurately determine the true nature of poverty in this country
- A cabinet-level position to direct and coordinate poverty reduction programs with a special emphasis on early-childhood education and healthcare
- Tax-code reforms to simplify the process to access benefits and make them available to a wider number of families
- An expansion of financial literacy programming to promote and enhance financial stability
- Significant investment in workforce development programs to give students multiple paths to employment

We invited senior advisors to Senators John McCain and Barack Obama, so that no matter who prevails on November 4, America can look forward to real action on poverty in the coming year.

During my tenure as Mayor of Miami, I have worked to make our city an example of how we can alleviate and remediate both the immediate effects of poverty and its long-term causes. I also launched "Helping Hands, Mending Lives," a 10-year, public-private partnership to end chronic homelessness. I'm proud to say that since then we have already reduced homelessness in Miami by 50 percent. In March, after Washington enacted an economic stimulus, we assisted low and moderate income residents to navigate the complicated tax filing process through 25 City of Miami-sponsored locations, so they could secure the relief to which they were entitled—and desperately needed.

Other mayors have taken bold and decisive action on poverty. Yet this alone is not enough. Poverty is a national problem and demands national attention. The next president must take strong steps to ensure that Washington never again abandons the needs of its cities and their residents.

## Exclusive Commentary

**POOR MEASUREMENT Series: A Truly New Approach to Measuring Economic Inclusion**, By Shawn Fremstad, Director of the Bridging the Gaps project at the Center for Economic and Policy Research »

**Why the Federal Government Should Subsidize Green Jobs and Keep Americans out of Poverty**, By Melissa Bradley-Burns, Senior Strategist, Green for All »

**POOR MEASUREMENT Series: Poor Measurement**, By Rebecca M. Blank, Robert S. Kerr Senior Fellow at the Brookings Institution, and Mark Greenberg, Executive Director of the Georgetown Center on Poverty, Inequality, and Public Policy »

**Treating Homelessness for the Long Term**, By Scott Schenkelberg, Executive Director, Miriam's Kitchen »

**Providing Food Stamp Benefits in the Stimulus**, By James D. Weill, President of the Food Research and Action Center »

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## In the News

The New York Times, February 27, 2009: Drilling Down on the Budget: Student Loans »

The Wall Street Journal, February 27, 2009: Obama Budget Pushes Sweeping Change »

The Wall Street Journal, February 27, 2009: Blueprint Calls for Ambitious Spending, Big Deficits »

The New York Times, February 27, 2009: Obama Offers Broad Plan to Revamp Health Care »

The New York Times, February 27, 2009: A Bold Plan Sweeps Away Reagan Ideas »

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I left Cuba at the age of six, arriving on my mother's lap. We didn't have a penny to our name, but I grew up to become mayor of one of America's greatest cities because of a partnership between the federal government and the people of Main Street America. I believe in the American dream because I am a product of it. This is the only country in the world that inspires a dream. Let us not deny America's poor and disadvantaged the same opportunity to dream.

Viewpoints in this section solely represent the authors' opinions and not the opinions of "Spotlight on Poverty and Opportunity."

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## III. Institutional Structure & Coordination

### Establishing Partnerships

The following section explains the institutional structure through which the City of Miami will carry out its housing and Community Development plan. The City will execute its housing and Community Development plan in harmony with public, private and nonprofit agencies. Nonprofit organizations include nonprofit developers and community housing development organizations. Private sector partners include local financial institutions, for-profit developers and local businesses. The City works closely with its partners to design programs that work to address needs present in the City. Still it is eminent that program delivery gaps attributed to funding shortfalls serve as impediments to the coordination process.

### *Institutional Structure*

In order to make the Consolidated Plan a true "consolidated" effort, the Department of Community Development sought to identify opportunities for cooperation and collaboration among other city departments. The goal was to encourage city departments to work together in addressing the needs of the target communities and to develop interdepartmental agreements for coordinating projects and maximizing the use of funds. Below is a list of the departments that participated in the process.

#### **City Departments/Offices Involved in the Consolidated Planning Process:**

Building Department  
 Capital Improvements Program  
 City Stats (311)  
 Code Enforcement  
 Commissioners  
 Communications  
 Community Redevelopment Agency  
 Economic Development  
 Grants Administration  
 Information Technology  
 Manager's Office  
 Mayor's Office  
 Model City Trust  
 Neighborhood Enhancement Teams  
 Park & Recreation  
 Planning & Zoning  
 Planning Department  
 Police Department  
 Public Works Department  
 Solid Waste Department  
 Strategic Planning, Budget and Performance Department

During the process of developing the Consolidated Plan, the City drew upon its close working relationship with the Miami-Dade Housing Authority (MDHA). This working relationship will be continually fostered to enhance coordination between City, public housing providers and assisted housing providers. Many social service agencies, non-profit agencies, youth organizations, and community based organizations were consulted to endow the Consolidated Plan, as a comprehensive document addressing regulatory compliance.

After several consultations, the participating City departments determined that the Consolidated Plan Should:

- Provide an interdepartmental plan for housing, economic development, and social services that will inform the Anti-poverty strategy
- Facilitate greater efficiency in the use of resources through collaboration and coordination among departments
- Encourage information dissemination regarding projects and programs

It has been noted that given the geographic size of the City, and the number of and variety of priority needs, a high degree of coordination is necessary in order to deliver housing and Community Development programs and resources in a timely, efficient and cost-effective manner. Throughout the implementation of the Consolidated Plan, Community Development will benefit from recently established partnerships and working relationship with a number of governmental entities, such as the Miami-Dade Office of Economic Development (OCED). To further enhance coordination, the City of Miami's Community Development will endeavor to strengthen and expand these relationships. As a good faith effort to respond to increasing demands for affordable housing, Community Development will continue its dialogue with MDHA. Community Development will also continue its cooperative relationship with the Alliance for Human Services in an effort to reduce fragmentation of social services.

The local Continuum of Care for Homelessness was also consulted in the development of the five year plan. This group serves a good example of the City's actions to enhance coordination among the local service agencies by analyzing benefits which result from collective problem solving and coordinated activities. The group's purpose and current activities are described in detail in the homeless section of the housing market analysis and the homeless individual needs table.

The institutional coordination of the Consolidated Plan establishes a unified vision for Community Development actions. A collaborative process will be followed by which the City of Miami will shape various programs into effective, coordinated neighborhood and community strategies. This process also facilitates the opportunity for strategic planning and citizen participation to take place in a comprehensive context attempting to reduce duplication of effort at the local level.

## *Coordination*

In addition to public hearings held across the five Commission Districts, City staff attended special focus group meetings to solicit input from local service providers. The City of Miami would like to thank Greater Miami Local Initiatives Support Corporation (LISC) for coordinating such meetings. The assembly attended by City representatives included members from the community, local government entities, social service providers, CHDOs and CDCs.

The coordination process provides for stakeholder agencies and all interested parties to analyze and discuss local housing needs, priorities, and program strategies. The Department of Community Development has served as the facilitating agency for this local process. As a result of the meetings coordinated with various service providers, CHDOs and CBOs, community development implemented RFP workshops designed to assist agencies in capacity building, technical assistance and proposal review.

The coordination process analyzes the full local context and the connection established with the larger regions. The premise is directed at building on local assets and coordinating objectives and resources in a holistic approach, by means of securing partnerships with private, non-profits, State, Local and Federal agencies. The incorporation of such practice will coordinate economic development, affordable housing, and Community Development into a comprehensive and coordinated strategy, so that organizations can work together and thrive. The plan will institute goals, specific objectives, annual goals, and benchmarks for measuring progress. In so doing, the City will facilitate

the accomplishments of such goals to citizens in the Consolidated Annual Performance Report (CAPER).

The coordination plan will serve as a clear blue print designed to guide City actions over the next five years in the direction of performance outcomes such as improving neighborhoods, increasing homeownership, and raising income levels for all city residents. Primarily the plan will guide City leadership and financial resources in route with the priorities set forth by the community. The plan is aggressive in its approach to leverage other funding and build partnerships. The strategic approach builds on the City strengths safeguarding efficient city services, business retention, preserving the housing stock and increasing income levels for all of our residents. The strategy will coordinate a new plan requiring the City to:

- Provide clear and eloquent public leadership for the identified initiatives
- Endorse a performance based operation for all of the department's divisions and contracted sub-recipients, where goals and priorities equal accomplishments
- Put into effect a performance based request for proposal process for all categories of funding
- Fortify the partnering and collaboration of local government agencies, private organizations, and non-profits to increase leveraging potential
- Publicly market the City's assets and aggressively leverage other financial support
- Establish a unified vision and focus for the Model Blocks, the Neighborhood Development Zones and the Community Business Corridors
- Work with developers to achieve acceptable environmental standards while not compromising the health and safety of the public
- Prepare a plan for the City which identifies gaps in the continuum of services and support projects which fill those gaps

The cornerstone of the overall coordination strategy is centered on neighborhood planning which creates the framework for City officials to operate in partnership with community organizations, private businesses and citizens to bring about desired changes. Over the next five years, the Department of Community Development will endeavor to incorporate Neighborhood Revitalization Strategy Areas (NRSA).

Community Development will strive to coordinate and develop individual plans containing goals and strategies reflective of distinctive community priorities sharing a cohesive vision. In subsequent years, the City's CDBG and other resources will be injected within the model blocks. The City will pursue this venture in the forthcoming program year in coordination with the local HUD Community Development Planner (CPD). Upon identification and adoption of the NRSA's Community Development will seek to amend its Action Plan and Consolidated Plan.

The priorities outlined in the strategic plan, represent the strategic goals, programs, and policies designed to address human development needs, economic need and housing needs of the community in the next five years. This plan is also inclusive of the homeless needs. The main goal is to synchronize the aforementioned into a single component aimed at reducing the number of poverty level families and individuals taking into consideration the many factors over which Community Development has no control (i.e. reduction in funding resources, funding shortfalls, inexperienced CHDOs, poor financial controls practices by subrecipients).

The cumulative efforts of this unified process will result in direct preservation and provision of housing. This is particularly true for those activities which preserve and produce housing units planned for low income families and individuals, collectively with the coordinated programs undertaken with other public agencies, service providers and private organizations. These efforts will incrementally assist in the reduction of number of poverty level families through the provision of housing and community services.




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# XIV. Anti-Poverty Strategy

## A Unified Vision to Alleviate Poverty in the City of Miami

### *Anti-Poverty Strategy*

The Anti-Poverty Strategy describes the programs and policies, which will be utilized to reduce the number of households with incomes below the poverty line, in coordination with affordable housing efforts. The Department of Community Development will deploy a strategy responsive to the needs of low-income citizens and disadvantaged populations throughout the five Commission Districts. The realization of this strategy has been sustained by the Mayor, City Commission, City Departments and the Department of Community Development.

The Department of Community Development will further the U.S. Department of Housing and Urban Development (HUD) national objectives by coordinating the priorities collectively established in the public hearings with goals and objectives. The strategy will synchronize:

- The Mayor's Anti-poverty initiative
- The existing funded programs
- The coordination process, policy development and leveraging potential of CDBG eligible activities with private, state, and local funds

The developed strategic plan will target the Neighborhood Development Zones (NDZs) adopted by the Miami City Commission. The City, coupled with Community Based Organizations (CBOs), Community Housing Development Organizations (CHDOs), non-profit developers, private non-profit corporations, private for-profit corporations and private non-profit Community Development Corporations (CDCs), will position a plan of action designed to declare a "War on Poverty".

Programs and projects that are in line with the goals and objectives in this strategy will enhance economic opportunities and quality of life to low and moderate income families, as defined by HUD:

- **Extremely Low Income Family** - Family whose income is between zero and 30 percent of the median income for the area as determined by HUD with for family size.
- **Very Low Income Family** - Family whose income is between 30 and 50 percent of the median income for the area as determined by HUD with adjustments for family size.
- **Low or Moderate Income Family** - Family whose income is between 50 and 80 percent of the median income for the area as determined by HUD with adjustments for family size.
- **Middle Income Family** - Family whose income is between 80 and 95 percent of the median income for the area as determined by HUD with adjustments for family size.

Furthermore, the 2004-2009 Consolidated Plan's poverty strategy shares a unified vision with the Mayor's city-wide master plan. The city-wide master plan identifies priorities with a focal point, on the following objectives:

- Improving the economic situation of our citizenry through responsible tax cuts;
- Making capital investments that will facilitate future economic growth;
- Safeguarding the City's fiscal solvency; and
- Ensuring the delivery of quality services to enhance quality of life.

The Mayor's enhancement of quality life services compliments HUD's CDBG national objectives by seeking to expand a modern communication system, reduction of crime, quality park system, clean streets, suitable living environment and adequate transportation infrastructure. **NOTE: the Mayor's Poverty initiative is not dependent of HUD funding, but instead it shares a unified vision with the HUD National Objectives, striving to promote community development and economic revitalization through potential leveraging and coordination with HUD programs.**

## ***Mayor's Anti-Poverty Initiative***

In November 2001, the voters of the City of Miami elected a new mayor, Manny Diaz. Upon, his appointment in office Mayor Diaz set goals for the City's revitalization strategy. Specifically, he called for all the City departments, as well as stakeholders, to work towards restoring the economic growth of Miami's poverty-stricken neighborhoods. The mayor stated that we have the authority to make changes. Some changes can be implemented immediately; others require a longer timeframe. Therefore, our task is to provide leadership to address the challenges facing the City. The challenges will be defeated through core competency, inter-department collaboration and the active involvement of citizen participation.

Two and a half years later, and after the publication of the Mayor's "State of the City Address" there is evidence that the City is making progress towards its goal. Changes are taking place, with positive outcomes and significant implications for the coming years.

The Mayor's Anti-Poverty plan illustrates the provision of stability for local City residents, with a unified vision executed through superb leadership. The emphasis of the plan is to make neighborhood investment a priority. As a result, the plan seeks to replace traditional government bureaucratic structure and inject a private sector model driven by efficiency and performance outcomes.

Undoubtedly, the plan has been embraced and supported by the City Commission and the City Manager. The plan will engage in a series of priorities recognized, as a result, of findings via a myriad of studies and analyses, executed by City staff members and private consulting entities. The philosophy behind the plan is to make all of our neighborhoods safer and better places to live. The following is a list of priorities and projects identified in the Mayor's poverty plan established by City Departments that mirror the HUD CDBG national objectives:

### **Department: Capital Improvement Projects**

#### **Objective #1:**

Giving priority to capital needs.

#### **Objective #2:**

Development of a Capital Improvement Plan.

**Department: Public Works**

**Objective #1:** Developing a flood mitigation plan.

**Department: Police**

**Objective #1:**

Implement the COMPSTAT Program a crime tracking system.

**Objective #2:**

Increase the number of police officers on the streets.

**Department: Solid Waste**

**Objective #1:**

Deliver the Clean Up Miami campaign by deploying daytime street sweepers, litter and graffiti busters in teams, to beautify residential and commercial areas.

**Objective #2:**

Implement neighborhood trash centers to supplement weekly trash pickup.

**Objective #3:**

Put into operation a bulk trash pick-up in an effort to phase out the crane operation that causes infrastructure damage to roadways.

**Department: Neighborhood Enhancement Team (NET) Offices**

**Objective #1:**

The net offices will become more responsive to the needs of our citizens by becoming direct points of contact between citizens and government.

**Objective #2:**

NET offices will operate as One Stop Centers further empowering our residents to explore potential eligibility for public assistance benefits (TANF, Food Stamps, Medicaid, Kid-Care, SSI/SSA, and lifeline) and providing referrals to distinct locations for services.

**Department: communitydevelopment and Recreation**

**Objective #1:**

Create vibrant green spaces for our residents to enjoy in harmony with their loved-ones.

**Objective #2:**

Assist our community development in becoming places of academic, artistic and athletic excellence for low to moderate income families.

**Objective #3:**

Support the implementation and development of after-school tutoring programs and youth activities.

**Objective #4:**

Establish an atmosphere where tutoring and mentoring will be available, in a proactive approach to reduce juvenile delinquency.

**Objective #5:**

Implement the CITSTAT and 311 Programs a service delivery and complaint tracking system allowing management and our citizens to access services and monitor accountability for city services.

**Department: Code Enforcement**

**Objective #1:**

Sustain the Quality of Life Task Force to reduce illegal cafeterias, illegal units, illegal dumping, and motels that harbor prostitution and drugs.

**Department: Economic Development**

**Objective #1:**

Patronage the Mayor's citywide Poverty Initiative through committed funding targeted specifically for poverty reduction by adhering and closely monitoring the City's Economic Revitalization Plan.

**Objective #2:**

Support local Urban Development with the objective being to further develop residential units, retail space, and commercial corridors.

**Objective #3:**

Pursue joint ventures with other government entities for the purpose of leveraging funds for specific revitalization projects.

**Objective #4:**

Provide assistance in the local businesses located within economic revitalization corridors/projects, to conduct façade improvements, paint buildings, plant trees, and maintaining the streetscape clean on a weekly basis.

**Objective #5:**

Continue backing the Martin Luther King (MLK) economic corridor by identifying capital improvement dollars together with Miami-Dade County and the City of Hialeah; to partner local residents with franchises and local small businesses; to create jobs and economic stimulus in the area.

**Objective #6:**

Maintain support for the Wynwood Buena Vista Yards that will sprout economic growth and residential

development in the area.

**Objective #7:**

Retain back-up for the Allapattah Wagner Square which will germinate economic opportunities and provide affordable housing residential units.

**Objective #8:**

Sponsorship of the Civic Center area by promoting the Miami Partnership between the City of Miami, University of Miami (UM), State, and local stakeholders, to promote investment and economic opportunities in the Overtown area.

**Objective #9:**

Support the construction of two biomedical facilities by UM in the Overtown area that will spring economic growth and investment for the local residents.

**Objective #10:**

Put into effect economic development and renovation of Grand Avenue (Coconut Grove).

## **Department: Mayor's Office**

**Objective #1:**

Continued support of the Earned Income Child and Tax Credit outreach.

**Objective #2:**

Endorsement of the Financial Literacy Campaign to develop individual financial accounts and to incentive assets building.

**Objective #3:**

Confirmation of the KidCare and Jackson Health System Programs designed to provide health coverage for uninsured children and adults in the City.

**Objective #4:**

Compliment the Micro-Lending Program designed to provide much needed capital to new and existing small businesses.

**Objective #5:**

Implement a Citywide Transits Plan to guide the development of future growth envisioned in the urban core.

The goal of the poverty initiative is to combat poverty within the City of Miami to the greatest extent feasible with tangible resources and realistic objectives. The Department of Community Development is actively working with the Mayor's Office to accomplish some of the priorities recognized in his plan. The plan serves as a "tool-kit" to initiate the war on poverty. The Department of, Community Development in mutual endeavor with Mayor's Office will deliver a plan of action targeted at the grass roots of poverty joining forces with a shared interest and vision "To decrease poverty in the nation's poorest City".

Collectively with City general funds allocated to the Mayor's poverty initiative and with the mix-use of CDBG funding, Community Development will coordinate a crusade directed at eliminating poverty. Unquestionably, the

existing CDBG funded activities will assist in this crusade offering leveraging potential. Moreover minimizing duplication of services to a shared and identical interest group.

## *Existing Programs*

A collaborative effort has taken place in coordination with the Mayor's Office, City Commission, City Manager, City Departments and Local CDBG funded providers aimed at disarming poverty in the City's impoverished neighborhoods. This effort could not be catapulted without the funding and coordination of services of the local CBOs, CDCs and CHDOs. These funded CDBG providers are the core of our operation attributed to their direct connection with the members of the local community.

The aforementioned serve as the eyes, ears and voice of the community advocating on behalf of their low and mod income clientele. Nevertheless, the City of Miami has exercised a series of public hearings to greatest extent possible attempting to identify the need of the community, in an effort to disseminate funding in those areas acknowledged by the recipients of CDBG funding, low to mod income citizens, public assistance recipients, elderly citizens, disabled individuals, and special needs subgroups (AIDS/HIV infected, Homeless, drug addicts).

The City has undertaken a number of efforts and programs to reduce both the number of citizens living in poverty and the percentages of the population living in families below the poverty line. However, it is important to acknowledge the vitality of CDBG funding while attempting to address even a partial list of issues pertinent to indigent City residents. The City strives to reduce the number of poverty level families by supporting human development and economic development activities that facilitate the creation and retention of employment opportunities.

In addition, the Department of Community Development Housing Programs work closely with the City's Economic Development Planners, to ensure that affordable housing efforts are properly coordinated with economic development activities to reduce the incidence for poverty in the City. The department's housing programs also exercise coordination with Community Housing Development Organizations.

Traditionally the norm has been to provide funding to organizations rendering social services, housing services/activities, economic development activities, and special needs populations. As such, a series of funding gets committed to agencies identified as providers catering to the needs recognized in the public hearing process. This upcoming five year consolidated planning period will commensurate funds to entities pursuing the reduction of poverty in the City, sharing a concurrent ideology with the Community Development Department and Mayor's poverty initiative. The rationale supporting this strategy is to merge and invest all available resources at targeted areas and identified priorities, while injecting funds in concentrated areas (pockets) to obtain the biggest impact for our dollars.

In general, the Department of Community Development supports a wide range of programs that help people develop the skills and the stability needed to secure steady housing and income. Various poverty studies have noted that persons living in destitute have a variety of needs for legal assistance, childcare, healthcare, transportation, housing, social services, employment training, financial literacy, economic enhancement and educational attainment. The strategy in combating poverty is not only to accomplish the listed attributes. However, the goal is being able to sustain those attributes when accomplished.

The human services delivery strategy provides focus on programs that support education, counseling, prevention programs, case management and other capacity building functions. The City seeks to reduce the number of poverty-level families by supporting human development and employment programs that facilitate the creation and retention of job opportunities. The mission is to evaluate programs that work towards getting families out of poverty.

Thus, the City will implement a comprehensive plan that will use its resources and efforts, on developing a skilled and employable resident workforce capable of receiving living wage jobs and conquering the need for affordable housing.

The City also works to develop infrastructure support to assist economic development projects that compliment workforce enhancement. Another tool the City plans to implement in the near future is the introduction of Neighborhood Revitalization Strategy Areas (NRSA). Jointly the Department of Community Development and the Mayor's Poverty-initiative will put into practice a partnership strategically designed to support a holistic approach in activities that focus on human services, affordable housing and economic development.

### **Holistic Anti-Poverty Approach**

- Economic development activities that generate living wage jobs and community sustainability.
- Access to a variety of housing options that promote family and community stability.
- Neighborhood-based safety strategies that help residents create safer neighborhoods.
- A comprehensive financial education system that prepares citizens for participation in the economic and social fabric of the community.
- Coordinate Community-based services that nurture and support young people and their families.

## ***Public Services Initiatives***

The main objective of addressing public service needs is to develop a diverse network of social services directed toward enhancing the health, safety, and overall well being of low and moderate income residents and persons with special needs. The City of Miami Commission recognizes the extreme need to supplement social service programs intended for City of Miami residents and has established the following priorities to meet basic needs with the limited City funds available for public services. The priority established for disbursement of funds is reflective of the needs identified by the community at public hearings, for example; elderly services, youths services, services for the disabled, childcare, job training, programs for substance addicts, and ex-offender rehabilitation.

Nevertheless, the Department of Community Development must exercise a rigorous competitive Request for Proposal (RFP) process to ensure that only the most qualified and committed organizations receive CDBG public service dollars, due to the limited amount funding available attributed to the 15 percent public service cap. The public services included are limited to HUD compliance regulations. (24 CFR 570 Sec. 201 (e) and 207)

## **Description of Activities**

**Elderly Services:** One of the fastest growing segments of the City of Miami's population is seniors. The Department of Community Development is responsible for the design and implementation of programs that assist seniors and the frail elderly in providing a variety of benefits. In general, service needs of the elderly include adult nutritional services, home services (medical), transportation, mental health, protective services, day care, basic needs life skills, and health information. The City is conscious of the needs of this segment of the population that has been impacted with the advent of welfare reform. Thus, anticipated changes in managed care may dramatically curtail senior citizens household income. As a result, the agencies awarded funding are organizations that recognize the needs of the local neighborhoods. Additional needs for the elderly include:

- Affordable housing for seniors.
- Maintain long term care and support for aging families.
- Support transportation activities.

**Youth Services:** The expansion of youth activities and programs will continue to be needed to help divert energy from delinquent behavior to positive directions. It is eminent that due to an increase in single-parent homes many children spend a significant amount of time without adult supervision. As such, these children need supervised recreational activities and social services in an effort to keep them occupied while simultaneously securing their safety. Furthermore, a wide range of youth services and facilities is supported through CDBG funding.

The Department of Community Development will secure special recognition in the Request for Proposal (RFP) process, to youth activities conducted on City community development. Moreover, the department will seek to provide funding to entities inclined towards youth enrichment activities, such as; health and fitness programs; educational tutoring/ counseling; after-school activities; youth mentoring training; character development services; cultural and historical services; anti-gang outreach; advocacy for abuse; and neglected children; music and art education.

**Childcare/Head start:** Research demonstrates that early childhood is one of the most critical stages of development, one which can define a child's likelihood of success over time. The main objective is to foster and improve the "quality of life" of disadvantaged children including their families by providing superior childcare and social supportive services. Lack of inadequate nutrition, physical, mental, and emotional stimulation can significantly affect childhood outcomes. Community Development is committed to providing financial backing to childcare service providers sustaining quality childcare activities to low and moderate income families. The City will assist in meeting the demand for comprehensive programs that meet the educational, social, health, dental, nutritional, and psychological needs of children living in poverty. The City strives to develop into a place desirable for families to live and raise their children; while simultaneously preparing them into a successful transition to adulthood; supporting the environment throughout their development.

Consequently, childcare assistance subsidies allow low-income families to enter the workforce. Childcare is a vital component for those attempting to take steps towards self sufficiency. As such, childcare subsidies are made available to low income working groups so that the cost of day care does not serve as barrier in families striving to increase their earning potential through employment. Head start programs target low-income preschool age children and their families. The main objective sought through funding is to counter the social and educational disadvantages of toddlers living in poverty.

**Disabled Services:** Community Development will continue to support and advocate on behalf of persons with disabilities through the provision of funding to programs that promote quality services, uphold dignity, independence, and health awareness. Furthermore, Community Development promotes and secures the rights of the disabled population by demanding compliance with the "Americans with Disabilities Act of 1990" (ADA) in all of its existing funded programs.

The funding priority for allocation of CDBG dollars focuses in providing financial support, to agencies that serve low to moderate income economically disadvantage individuals. One of the main problems impacting the disabled population is attributed to inadequate income levels. This segment of the population with the inclusion of the elderly is living at or near the poverty level. Therefore, it has been deemed as "vital" for agencies to provide services responsive to the needs of the disabled. The disabled population is in need of support services, nutritional meals, educational assistance, care giver support services, special transportation, in-home services, mental health, legal intervention/ referrals, and outreach services.

**Job Training:** In general job training is not an easy task, as area employers are concerned in securing job applicants who possess basic educational skills. This concern arises based on the fact that today's applicants do not meet the job requirements set-forth by employers. This paints a bleak picture and starkly outlines the challenges



presented to those who provide job training and service programs. The City aims to address this phenomenon by securing funding to agencies that offer employment training and life skills to low to moderate income citizens. The challenge is to provide job training assistance to the underemployed subgroup of the local community. Organizations receiving CDBG dollars are required to streamline services towards employability skills that expand and enhance employable proficiency.

## *Economic Development Initiative*

The economic development five-year initiative will integrate job creation, micro enterprise assistance, technical assistance, Commercial/Industrial improvements and assistance to private for profit entities, within the identified Commercial Business Corridors (CBCs). The distribution of CDBG funds for economic development activities will be divided among the Five Commission Districts based on the HUD formula allocation. It has been noted that Economic development and Urban renewal are some of the battles in the war against poverty that must be subjugated in order to proclaim victory. As a result, the funding priority for economic development activities will be awarded to the CBCs.

The City aims at reducing the number of poverty level families by supporting human development and employment programs that facilitate the creation and retention of job opportunities. This will be accomplished by developing business attraction and retention programs which will result in the expansion of the economic corridors.

## **Description of Activities**

**Job creation and retention:** Provides the stabilization and expansion of small businesses in areas stricken by economic disadvantages. This section of economic development may be interpreted very broadly by presumably including all endeavors aimed at sustaining or increasing the level of business activity. The primary focus is directed at the provision of jobs involved in carrying out activities under programs covered by this plan to low and moderate income persons.

An activity claiming job creation must comply with the regulations set-forth by HUD. The entity seeking credit for job creation must be able to verify that at least 51 percent of the jobs identified by an activity are held by lower income people or it must be able to verify that at least 51 percent of the jobs will be available for lower income people. Pertinent documentation for each distinct scenario must be secured for compliance monitoring purposes, as identified in 24 CFR 570 Sec. 203 and 208.

Conversely, when an activity secures credit for job retention proclaiming salvage of jobs held by lower income persons, it must provide evidence that the jobs held by lower income people would have been lost without the assistance of CDBG funds. Primarily the entity must justify how the assistance meets the national objective of benefiting lower income people. Consequently the business must execute a written agreement that contains a promise by the business that at least 51 percent of the retained jobs will be available to lower income citizens.

**Micro-enterprises Assistance:** This is defined in the regulations as a business that has five or fewer employees; and at least one of those employees is the owner. Job growth and expansion occurs in small businesses. It is eminent that in the past few years large firms have downsized while small firms have grown. Therefore, the Department of Community Development will channel funding to small businesses with the intent to restore economic soundness in neighborhoods economically distressed. The majority of micro-enterprises are in need of working capital. The assistance provided can be in the form of credit, technical assistance, loan guarantees, financial support, and general support. Under this category funds may be used to provide services of

any kind that are needed by the owner for the expansion of the business. The overall mission is to assist small businesses to grow. In addition, services provided do not count against the 15 percent public service cap. (24 CFR 570 Sec. 201)

**Technical Assistance:** CDBG assistance can be used to pay for technical assistance to build the capacity of nonprofits to carry out eligible neighborhood revitalization or economic development projects. In order to make use of available funds under this category the grantee must determine, prior to providing assistance, the eligibility of the activity for which the capacity is to be built and that such activity meets a national objective. The subsequent factors must be evaluated to determine, if a national objective will be met; the nature of the organization receiving the assistance; the type and eligibility of the activity to be carried out; the location of the activity; and clientele expected to be served. For instance, the assistance may be in the form of training to a nonprofit organization to help improve its abilities to conduct work write-ups. Other forms of assistance could be loan underwriting, rehab loan program and capacity building. (24 CFR 570.201 (p))

**Commercial or Industrial improvements (rehabilitation):** Community Development provides funding under rehabilitation for a commercial facade treatment program. CDBG funds may be used to finance the cost of rehabilitation for commercial and industrial improvements where such property is owned by a for profit entity. The facade treatment program deems the following, as eligible projects: pressure cleaning, painting, awnings, doors, store showcase windows, signs and shutters. If a business is classified as for-profit the facade is limited to the outside of the building. The primary objective of the program is to provide assistance to business owners attempting to rectify code compliance violations. (24 CFR 570.202 (a) (3))

**Code Compliance:** This program consists of residential and commercial components. The program is designed to alleviate economic strain on low income business owners in violation of city codes. Without the implementation of this program small business owners will be severely impacted by the financial expenditures spent in correcting the code violations. The commercial component is designed to provide financial assistance to eligible businesses in violation of codes. The business must have a violation notice as a pre-requisite for assistance. The conditions that qualify for assistance are electrical, building, fire, plumbing, mechanical and ADA compliance.

**Special Economic Development Activities:** CDBG assistance can be utilized to assist private for-profits businesses when the assistance is deemed appropriate or in observance with the regulations under 24 CFR 570.203 (a). The assistance must be classified as appropriate in order to assess the degree to which the public benefits from the aid to a business. The assistance may be in the form of grants, loans, loan guarantees, interest supplements, and technical assistance.

## *Other Community Development Activities*

**Infrastructure:** Community Development allocates funds under this category to improve the safety and livability of targeted revitalization areas and secure economic development growth incentives by upgrading, replacing or developing necessary infrastructure systems, in response to the priority needs of distinct neighborhood areas. The repairs further the needs and requirements of the economic development areas identified in the CBCs. The goal is geared at stimulating private investment in distressed economic development areas through the improvement or renovation of streets, sidewalks, flood drains, water system upgrades, flood drains and solid waste disposal sites. The assistance can be provided to community facilities, such as; senior centers, youth centers, community development, and childcare facilities. Infrastructure improvements will sprout quality of life enhancements through the elimination of deteriorating conditions, in conjunction with the facilitation of economic development opportunities. The funded projects or activities must take place in low to moderate income neighborhoods.

**Historic Preservation:** The National Historic Preservation Act of 1966 directs federal agencies to take into account the effects of their undertakings on historic properties. The regulations are mandated under Section 106 (36 CFR 800). Furthermore, this implies that public or private places can be rehabbed if they are eligible to be on the national list of Historic Places or are officially recognized by state or local law, as such. This category also authorizes the costs of preserving or restoring properties of historic significance, whether publicly or privately owned. The following are potentially eligible categories for CDBG assistance under historic preservation: events significant in the broad patterns of our history; persons significant in our past; distinctive characteristics of type, period, method of construction, or the work of a master, or possessing high artistic values; yielding information important to history of prehistory. (24 CFR 570.202 (d))

**Administration and Planning:** CDBG and HOME funds are allowed to cover general and reasonable costs related to the planning and execution of community development activities, assisted in whole or partially. These costs are not directly related to providing a specific activity. Program administration includes items such as overall management, coordination, monitoring, and evaluation of the jurisdictions programs. Some of the tasks affiliated with program administration are preparing budgets, performance reports, and staff salaries. The use of program administration has a monetary cap responsive to distinctive grants. The following are the cap limitations set-forth for the subsequent categories: the cap limitation for CDBG funds states that no more than 20 percent of grant funds plus program income may be used for planning and administration; the cap limitations for the HOME program funds states that no more than 10 percent of grant funds plus program income may be used for administration costs. (24 CFR 570.206 (a) (1)) (24 CFR 92.207HOME)

**Section 108 Loan:** This is a very technical aspect of CDBG but very practical if put into practice accordingly. Section 108 loan is an extension of the CDBG program it involves the pledging up to five years of a community's entire CDBG entitlement as backup collateral for a loan. In other words, if something goes wrong with the project financed with a loan guaranteed by Section 108, then CDBG money must be used to pay off the obligation. Section 108 loans serve as the following: a tool to accelerate current CDBG activities; an opportunity to match sources; a means of providing long-term fixed rate financing; and a tool to receive funds without obligating general tax funds. The loan terms may last up to twenty (20) years. Some of the eligible activities under a 108 loan include but not limited to acquisition for economic development activities, acquisition, rehabilitation of real property owned or acquired by a public entity, clearance, demolition, site preparation for construction or reconstruction of public site improvements, and housing rehab and preservation. (24 CFR 570.703 & 705)

## ACCESS to Financial Education

ACCESS Miami strives to empower residents with the knowledge they need to make solid financial decisions. That knowledge is instrumental in allowing all City residents to build on their financial future. ACCESS Miami works with numerous corporations and organizations in the public and private sectors to offer free seminars to community leaders, residents, and more.

## ACCESS to Capital

ACCESS Miami seeks to aid small business owners on their quest for successful entrepreneurship. Start-up capital or the financing necessary for the expansion of a small business is often difficult to secure through a traditional lender. ACCESS Miami works with organizations that aim to help the small business owner grow.

ACCESS Miami is working with a local micro-lending specialist organization to identify entrepreneurs in the City in need of additional capital. This program focuses on a potential borrower's initiative and desire to succeed with loans ranging from \$500 to \$25,000. ACCESS Miami has also forged a strategic partnership with the Small Business Administration (SBA) to bring tax credits, loans, and grants to apply towards training, job creation, and retention for the benefit of residents.

[ACCESSMiamiJobs.com](http://ACCESSMiamiJobs.com)

For more information on  
**ACCESSMiami**  
please visit your  
local NET office or call 311

**Upper Eastside NET**  
6595 Biscayne Boulevard  
Miami, Florida 33138  
Phone: (305) 795-2330

**Little Haiti/Edison/  
Little River NET**  
6421 NE 2nd Avenue  
Miami, Florida 33138  
Phone: (305) 960-4660

**Model City NET**  
North District Substation  
1000 NW 62nd Street  
Miami, Florida 33150  
Phone: (305) 795-2303/04

**Wynwood/Edgewater NET**  
Roberto Clemente Park  
101 NW 34th Street  
Miami, Florida 33127  
Phone: (305) 579-6931

**Allapattah NET**  
Curtis Park  
1901 NW 24th Avenue  
Miami, Florida 33125  
Phone: (305) 575-5128

**Overtown NET**  
Overtown Shopping Center  
1490 NW 3rd Avenue, Suite 112-B  
Miami, Florida 33136  
Phone: (305) 372-4550

**Downtown NET**  
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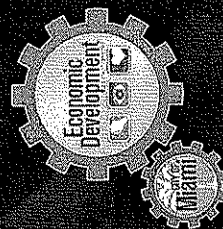
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**North/East  
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Miami, Florida 33133  
Phone: (305) 960-4670

**South/West  
Coconut Grove NET**  
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Miami, Florida 33133  
Phone: (305) 461-7063

**Little Havana NET**  
1275 NW 1st Street  
Miami, Florida 33125  
Phone: (305) 960-4650



*If you're a City resident interested in  
ACCESS Miami programs, or if you're  
a business or community organization  
interested in becoming affiliated to  
ACCESS Miami, please call  
311 or visit  
[ACCESSMiamiJobs.com](http://ACCESSMiamiJobs.com)*

# Your ACCESS to Opportunities



**ACCESS**  
miami



# ACCESS miami

Your  
**OWN**  
way...

*ACCESS Miami is a comprehensive initiative designed to unite City of Miami resources with those available in the public, private, and non-profit sectors, to help empower residents with access to the financial tools and education that are fundamental to economic prosperity. ACCESS Miami stands for Assets, Capital, Community, Education, Savings and Success, and is the next phase of Mayor Manny Diaz's Anti-Poverty Initiative, originally launched in 2001 to combat poverty and support an improved quality of life for all residents. To date, ACCESS Miami has established numerous collaborations with high-profile partners, working with each on a one-on-one basis to offer opportunities for City residents year-round, including financial seminars, workshops, free tax preparation, workforce initiatives, small-business loans and more. Residents can access as many -- or as few -- of these resources as they see fit.*

## ACCESS to Existing Benefits

ACCESS Miami works to increase public awareness of existing benefits that are available to working families throughout the City. To that end, it has aligned itself with ongoing programs that offer assistance to residents. Some of these programs include:

### The Benefit Bank

This Internet-based eligibility tool is available at the City's 13 NET (Neighborhood Enhancement Team) locations and at various community-based and faith-based organizations. It allows residents to enter their relevant information with the assistance of a counselor, in order to complete their tax returns while making sure residents take advantage



## ACCESS to

### Accumulating Wealth & Increasing Assets

ACCESS Miami continues to actively seek partners that can assist City residents with saving and investing in their futures.



The City has invested funds and

resources to offer a one of a kind savings program called the Matched Savings Fund for those who qualify. Eligible City of Miami residents can open

Individual Development Accounts (IDAs) whereby every \$1 they put into the account is matched with another \$2 for up to \$4,000 (maximum allowed matched dollars) in savings per family. The saved monies must be utilized towards purchasing a home or capitalizing a business.

### Tax Preparation Season

The City offers multiple options to assist residents with tax preparation during tax season. These include the operation of Volunteer Income Tax Assistance (VITA) super sites that offer free tax preparation with the support of the Internal Revenue Service. Plus, the City of Miami recently signed an agreement with H&R Block, the nation's largest tax preparer, to offer City residents drastically discounted tax preparation services at select "partner" H&R Block sites throughout the City.

## ACCESSMiamiJobs.com

A program created by the City's Department of Economic Development, ACCESSMiamiJobs.com provides training and job opportunities in several local industries to City of Miami residents. The goal of the program is to ensure that prescreened City residents have access to employment and opportunities, creating a direct training link between City residents and job placement. Visit ACCESSMiamiJobs.com today and search for the right job for you! For your convenience, computer kiosks are available at select NET office locations for you to access the website for free.

*Call 311 for more ACCESS information*





'08 MAYORS' ACTION FORUM ON POVERTY

# NATIONAL ACTION AGENDA ON POVERTY FOR THE NEXT PRESIDENT OF THE UNITED STATES

Los Angeles  
September 23-24, 2008

**Manuel A. (Manny) Diaz**  
Mayor of Miami  
President  
The U.S. Conference of Mayors

[usmayors.org](http://usmayors.org)



THE UNITED STATES CONFERENCE OF MAYORS



**THE UNITED STATES  
CONFERENCE OF MAYORS**

**Manuel A. (Manny) Diaz**

Mayor of Miami  
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1620 EYE STREET, NORTHWEST  
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TDD (202) 293-9445  
URL: [www.usmayors.org/uscm](http://www.usmayors.org/uscm)

October 4, 2008

## An Open Letter to the Next President of the United States

The most serious poverty problems plaguing America's cities today are national problems which require national solutions.

Mayors from cities across the nation met in Los Angeles September 23 and 24 to develop an action agenda on poverty to present to the next President of the United States. This meeting was the third of five '08 Mayors' Action Forums which I am convening between early August and early October to define for our next President the partnership that must exist between the next Administration and our cities if we expect to successfully reduce crime, rebuild our aging infrastructure, lift families out of poverty, rejuvenate the arts and tourism, and preserve our environment.

As Mayors, we serve as the CEOs of the nation's metropolitan areas—the engines that drive our national economy. As CEOs, Mayors understand all too well that our nation cannot remain globally competitive if our schools are inadequate; if our children don't have enough to eat; if adults who are willing and able to work can't find jobs that will help them support their families; and if basic needs, including housing, utilities and healthcare, are priced out of reach. A critical and significant national investment in the development of our children and working families is the surest way—perhaps the only way—to effectively secure this nation's future and competitiveness in the global economy. The national security agenda must be redefined to take into account the domestic agenda.

The Los Angeles meeting culminated two years of work by the mayors on this national action agenda on poverty. This agenda provides the next President with specific recommendations and actionable strategies for a new and stronger relationship with the nation's cities— a federal-local partnership to assure the development of adequate anti-poverty strategies and common sense ways in which federal and local authorities can work together to secure a brighter future for our children. Because implementing most of these recommendations would require the adoption of new legislation, it also proposes important executive and administrative actions on poverty that the next President could take immediately upon assuming office.

We in particular appreciate the time and effort devoted by the members Conference of Mayors Task Force on Poverty, Work and Opportunity, chaired by Los Angeles Mayor Antonio Villaraigosa, which in June 2007 finalized a set of policy recommendations, which helped shape the meeting in Los Angeles. Their efforts and those of the mayors who attended the meeting Los Angeles September 23 and 24 have produced an agenda in which Washington's responsibility to support anti-poverty efforts is clear.

We look forward to working with you during your transition and following your inauguration to further develop and implement these recommendations. With your help, we can establish a working relationship that will begin to restore the values, principles, and sense of purpose that Washington has lost.

Sincerely,

A handwritten signature in black ink, reading "Manuel A. Diaz", with a long, sweeping flourish extending to the right.

Manuel A. (Manny) Diaz  
Mayor of Miami  
President



## FOREWORD

When he was inaugurated President of The U.S. Conference of Mayors at our 76<sup>th</sup> Annual Meeting, Miami Mayor Manuel A. (Manny) Diaz declared that “Washington has lost its values, lost its principles, lost its sense of purpose. They no longer invest in our cities; it no longer invests in our people.” Mayor Diaz strongly believes that national problems demand national investment and that the next President of the United States must understand why “an investment in America’s cities is an investment in America’s future.”

Addressing the National Press Club at a luncheon in Washington on August 4, Mayor Diaz announced the launch of a series of national forums on crime, infrastructure, poverty, arts and tourism, and the environment he to be held in Philadelphia, New York City, Los Angeles, Chicago, and Miami. The third of these, the forum on poverty, convened in Los Angeles September 23 and 24. Mayors and others expressed the strong sense that it is within this nation’s the heightened self interest to consider the plight of the poor. This theme was the focus of the daylong working session to develop an anti-poverty agenda for presentation to the next President.

In Los Angeles, there was a fundamental consensus on the challenges facing cities’ anti-poverty efforts:

- We need a comprehensive national plan to eliminate poverty, and a coordinated and systematic response by the next Administration to coordinate efforts within a variety of federal agencies to address this problem.
- The current tool for measuring the poverty threshold is four decades old and inadequately represents poverty in this country. The measurement must not be static but changing and revised periodically. Mayors cannot begin to address today’s problems with yesterday’s tools. The poverty measurement must be adjusted to reflect the cost of food, clothing, shelter, utilities and medical expenses as well as measure of income to include noncash benefits.
- Mayors, as CEOs of our cities, need to be vested with greater authority to decide how available federal workforce dollars are best spent in their communities. The current state-to-local, “trickle down” system is antiquated and does not reward innovation and best practices in local workforce models that are redefining the ways in which people are connected to skills and training.
- Expanding and streamlining the benefits of programs such as the Earned Income Tax Credit and the Child Tax Credit is a critical step in helping to lift working families out of poverty.
- The potential impact of the current “bailout” proposals being considered in Congress including the \$700 billion bailout of several financial institutions is as yet unknown; certainly the effect on our already struggling social programs—our tattered public safety net for children and families—could be devastating.
- Begin a bold new re-investment initiative in this country’s most prized resource – its people.

The above recommendations, which are outlined in the following national action agenda, are direct responses to the nation’s poverty problems –responses in which the federal government has a critical role to play. We are indebted to all of the mayors who participated in our Los Angeles Action Forum on Poverty, especially our host Los Angeles Mayor Antonio Villaraigosa.



Tom Cochran  
CEO and Executive Director  
The U.S. Conference of Mayors

## AMERICAN INVESTMENTS

*Ending poverty, especially child poverty, requires an active partnership between cities and the federal government to reweave the fabric of the national safety net. A successful national anti-poverty initiative requires a multifaceted comprehensive approach that includes tax credits, investments in childcare and early education; increased access to financial services; and economic supports for working families. It is time for a significant paradigm shift in federal policy, one that empowers mayors and other local leaders to set priorities in their areas with greater accountability for specific outcomes.*

A growing and resilient middle class is the foundation of a prosperous city. Good schools, a strong economy which provides well-paying jobs, responsive city services, and safe and supporting neighborhoods are more likely to exist, or are more easily attainable, in cities which have a large or growing middle class. Poverty and the socioeconomic fragmentation it creates are inextricably linked to the ability of the U.S. to remain economically competitive. In 2005, 37 million Americans – 12.6 percent of the population – lived in poverty. Within this poverty population are 7.7 million families and 13 million children. Sixteen million Americans, including six million children, are living in extreme poverty. This means that more than one in 20 people and one in 10 children live below 50 percent of the federal poverty level. According to a recent Children's Defense report there are more children living in poverty today than there were 38 years ago even though the current value of the national wealth available per person is more than twice what it was at time. All this while the share of non-defense spending on children has declined by 10% in just five years and federal investment in successful program like the Community Development Block Grant and Head Start are continually facing cut-backs and threats of elimination.

Mayors believe that a comprehensive and multifaceted approach to policy making will have the greatest effect on eliminating poverty in this country. The mayors urge the next President to commit resources and invest in the nation's people through these actions:

- The Earned Income Tax Credit is the most successful antipoverty program and has lifted nearly 5 million people out of poverty each year. The mayors recommend tripling the tax benefit, reducing the EITC eligibility age to 21, expanding benefits to childless adults and simplifying the application process by making the credit automatic. In other words, the Internal Revenue Service must automatically generate the credit for all who qualify for it.
- Double funding for the Community Development Block Grant (CDBG) to \$8 billion. For 34 years the CDBG program has served as a vital resource for cities, counties and states, helping them meet their individual, unique community development, affordable housing, and economic development needs. No other federal-local government program has been as successful. By doubling funding for the CDBG formula to \$8 billion, mayors can continue to address the critical affordable housing and neighborhood revitalization needs of their cities.
- Increased funding for Section 8 housing voucher program and restoration of HOPE VI program for severely distressed housing developments. HOPE VI funding has been reduced from \$875 million to \$100 million over the last seven years. These are critical investment opportunities in our nation's public and affordable housing programs.

# POVERTY

*Ending poverty, especially child poverty, requires an active partnership between cities and the federal government. The problems surrounding reducing poverty are inextricably linked and require a multifaceted approach to breaking the cycle of poverty. Where you find one entrenched problem, you likely will find another. Poor housing opportunities are related to poor education opportunities. Poor schools contribute to poor employment opportunities. A dead-end, low wage job makes it impossible for families to build assets and financial security. It is time for a significant paradigm shift in federal policy, one that empowers mayors and other local leaders to set priorities in their areas with greater accountability for specific outcomes.*

The nation's official poverty rate in 2007 was 12.5 percent, unchanged from 2006. About 37.3 million people, including 13.3 million children, and nearly one in every 10 families were living in poverty in 2007. Nearly one in four African Americans and well over one in five Hispanics were below the poverty line. An increase in the poverty rate for noncitizens in 2007 – to 21.3 percent, from 19 percent the previous year – produced a rise in the rate for the foreign-born population overall. More than four million households headed by females with no husband present were below the poverty line – a poverty rate of 28.3 percent. Of the more than 140 million Americans employed in 2006, 8.7 million, or 6.2 percent, were living in poverty – evidence that work, even full-time work, can fail to lift workers out of poverty. (Overlaying all of this is the need to replace the current, outdated measure of poverty with one that more accurately assesses expenditures and income and produces a more accurate poverty rate.)

The nation's dropout crisis is a particularly troubling aspect of the poverty problem. Every school day, nearly 7,000 students drop out. This means that up to 1.2 million students annually will not graduate from high school with their peers. Only about 58 percent of Hispanic students and 53 percent of African-American students will graduate on time with a regular diploma. Unless high schools find a way to graduate students at higher rates, more than 12 million students will drop out over the course of the next decade, resulting in a loss to the nation's economy of \$3 trillion. Mayors recommend that:

- Create a cabinet-rank position to direct, coordinate and promote poverty reduction programs – with special emphasis on universal pre-K education across federal executive agencies and departments (details on page 8).
- Funding for universal pre-K and other early childhood programs be increased to reach all eligible participants. Mayors recognize that student achievement is inextricably linked to early childhood education, health and nutrition, social service supports, and parental involvement.
- Mayors call for universal healthcare for children and families -- a comprehensive health insurance benefits package that will provide quality medical, dental, and mental health services for all people.
- The federal government greatly expands financial literacy programs to meet a critical need in this particularly difficult economic climate. The current turmoil in the housing and credit markets underscores the growing need for local financial literacy strategies to educate city residents, at every stage of life, about financial issues.
- A significant portion of revenues from federally imposed fines, penalties and fees on financial institutions be used to fund local financial education programs and initiatives.

## COMPETITIVE WORKFORCE

*A large segment of the population in local communities is not prepared to meet the rapidly changing demands of the 21st century workplace, due to inadequate education, low skill levels and other barriers of poverty. Eleven million Americans are unable to read a bus schedule or fill out a job application. The largest growing segment of our youth labor force is largely minority and immigrant youth, and they are largely located in metro regions with high concentrations of poverty.*

The nation's unemployment rate rose to 6.1 percent in August, a reflection of a deeply distressed economy in which job opportunities are dwindling amid continuing turmoil in the housing, credit, and financial sectors. Employment continues to fall in construction, manufacturing, financial services, and several other service-providing industries. A substantial number of those who lost jobs in 2007 are having serious difficulty finding new ones: Almost one in every five unemployed workers has been out of work for six months or longer. Effective and meaningful job training programs and income support for jobless workers, coupled with job search assistance, are needed now more than ever.

In this new era of global competition, America's economic health depends on the availability of a skilled workforce with the knowledge and ability to adapt to an ever-changing economy. Mayors believe that a sustained commitment to local workforce development programs that produce measurable results is crucial to ensuring our continued competitiveness in the 21<sup>st</sup> century global economy. Mayors recommend:

- Timely reauthorization of the Workforce Investment Act and full funding of its programs to ensure a significant investment in lifelong learning for every American. This workforce development structure must be business-driven to ensure that individuals are properly prepared to succeed in the jobs that are available in each local economy. Mayors understand that, as cities focus on the link between economic and workforce development, training must be informed by employer needs.
- The workforce system partner with education agencies to implement multiple pathways to the world of work and careers in high school, so that we can prepare students for first jobs in high-skill, high-wage careers, and increase their opportunities for further education.
- A new summer youth employment initiative be developed that provides program funding directly to cities and urban counties. Well-organized summer jobs programs bring both immediate and long-term benefits to teen workers, their communities, and the business sector.

## HOUSING

*While the number of low- and moderate-income families in the U.S., spending more than half their income on housing has increased in recent years, housing assistance as a share of federal discretionary outlays has decreased. Harvard's Joint Center for Housing Studies reports that, from 2001 to 2005, when the number of households with severe burdens rose by more than 20 percent, "the share of renter households receiving assistance barely budged."*

The current crises in the nation's housing and credit markets have only added to the problems faced by these families, and have intensified the need for the federal government to increase its support for existing programs that ease the housing burden for low-income renters and homeowners alike. The Joint Center also reports "the metropolitan areas at the greatest risk of widespread foreclosures are those with ailing economies, high shares of sub prime and so-called affordable loans, and large oversupplies of housing. Unfortunately, the majority of large metropolitan areas now fall into at least one of these three categories."

At the end of 2006 the Center for Responsible Lending projected that one in five sub prime mortgages originated during the previous two years would end in foreclosure. Current reports suggest that three to four million families holding high-interest sub prime loans could lose their homes to foreclosure. The Mortgage Bankers Association reports that all loans in foreclosure doubled to almost one million in 2007 and, within this number, foreclosure rates on adjustable sub prime mortgages were more than five times higher than those on adjustable prime loans.

Mayors are concerned about the economic distress of families caught up in the mortgage crisis, the deterioration of neighborhoods riddled with vacant houses, and the impact this situation is having on city tax bases. To attack one of the greatest contributors to the crisis, they are calling for comprehensive federal legislative and regulatory policies to combat predatory abuses in the mortgage lending market. Mayors recommend that:

- The CDBG formula funding should be doubled to \$8 billion to address needed projects and activities that have been deferred due to past cuts in CDBG funding, and to continue to build on the proven record of this program.
- HOPE VI be restored to a funding level that returns the program to an effective national tool for public housing development because of the severity of the current need for adequate public housing in cities. The HOPE VI program for severely distressed public housing provides grants for major rehabilitation, new construction, demolition, site acquisition and community and supportive programs for residents.
- Full funding of Section 8 be implemented in an effort to close the gap between those receiving assistance and those needing it. The Housing Choice Voucher Program--Section 8 -- provides rental subsidies to low-income renters and assistance to help low-income families. Using HUD data, the Center on Budget and Policy Priorities calculated that the voucher program was assisting 1.95 million households in the first quarter of 2007. A recent HUD analysis showed that 6.5 million low-income renter households not receiving assistance had severe housing problems.

## EXECUTIVE ORDERS AND ADMINISTRATIVE ACTIONS

Many of the actions called for in this plan will require legislation. However, many actions, which the next President of the United States can take, would have an immediate impact on poverty in cities

Mayors call upon the next Administration to:

- Create a cabinet-level position to direct, coordinate and promote poverty reduction programs across federal executive agencies and departments with special emphasis on universal pre-K education and universal health care. Responsibilities of this position includes:
  - Developing a new federal poverty measure based on the research recommendations of the National Academy of Sciences which calls for the measure to account for the effect of tax liabilities and credits along with cash value of in-kind benefits such as Food Stamps and housing subsidies.
  - Ensuring that the poor and economically challenged are fully accounted for in the Census to guarantee the success of anti-poverty programs.
  - Increasing community-wide awareness and utilization of existing tax credits and programs that benefit the working poor, including Food Stamps, and housing tax credits, and increase opportunities for financial literacy education and asset building.
- Appoint key policy-makers to departmental and agency positions with expertise on local poverty issues who can help develop a comprehensive national antipoverty strategy.

## ACCESS to Financial Education

ACCESS Miami strives to empower residents with the knowledge they need to make solid financial decisions. That knowledge is instrumental in allowing all City residents to build on their financial future. ACCESS Miami works with numerous corporations and organizations in the public and private sectors to offer free seminars to community leaders, residents, and more.

## ACCESS to Capital

ACCESS Miami seeks to aid small business owners on their quest for successful entrepreneurship. Start-up capital or the financing necessary for the expansion of a small business is often difficult to secure through a traditional lender. ACCESS Miami works with organizations that aim to help the small business owner grow.

ACCESS Miami is working with a local micro-lending specialist organization to identify entrepreneurs in the City in need of additional capital. This program focuses on a potential borrower's initiative and desire to succeed with loans ranging from \$500 to \$25,000. ACCESS Miami has also forged a strategic partnership with the Small Business Administration (SBA) to bring tax credits, loans, and grants to apply towards training, job creation, and retention for the benefit of residents.

[ACCESSMiamiJobs.com](http://ACCESSMiamiJobs.com)

For more information on  
**ACCESSMiami**  
please visit your  
local NET office or call 311

**Upper Eastside NET**  
6599 Biscayne Boulevard  
Miami, Florida 33138  
Phone: (305) 795-2330

**Little Haiti/Edison/  
Little River NET**  
6421 NE 2nd Avenue  
Miami, Florida 33138  
Phone: (305) 960-4660

**Model City NET**  
North District Substation  
1000 NW 62nd Street  
Miami, Florida 33150  
Phone: (305) 795-2303/04

**Wynwood/Edgewater NET**  
Roberto Clemente Park  
101 NW 34th Street  
Miami, Florida 33127  
Phone: (305) 579-6931

**Allapattah NET**  
Curtis Park  
1901 NW 24th Avenue  
Miami, Florida 33125  
Phone: (305) 575-5128

**Overtown NET**  
Overtown Shopping Center  
1490 NW 3rd Avenue, Suite 112-B  
Miami, Florida 33136  
Phone: (305) 372-4550

**Downtown NET**  
10 NE 9th Street  
Miami, Florida 33132  
Phone: (305) 579-6007

**West Flagler NET**  
4343 West Flagler St., Suite 102  
Miami, Florida 33134  
Phone: (305) 329-4760

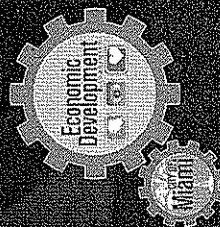
**Flagami NET**  
Central Shopping Plaza  
3802 NW 11th Street, Rear  
Miami, Florida 33126  
Phone: (305) 642-1250

**Coral Way NET**  
1300 SW 12th Avenue  
Miami, Florida 33129  
Phone: (305) 329-4750

**North/East  
Coconut Grove NET**  
Pescod Park  
2820 McFadden Road  
Miami, Florida 33133  
Phone: (305) 960-4670

**South/West  
Coconut Grove NET**  
3692 B Grand Avenue  
Miami, Florida 33133  
Phone: (305) 461-7063

**Little Havana NET**  
1275 NW 1st Street  
Miami, Florida 33125  
Phone: (305) 960-4650

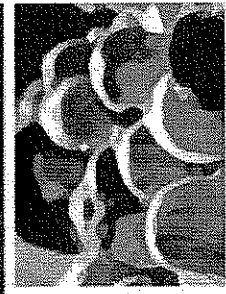
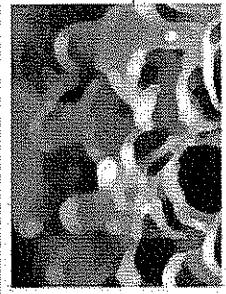


If you're a City resident interested in  
ACCESS Miami programs, or if you're  
a business or community organization  
interested in becoming affiliated to  
ACCESS Miami, please call  
311 or visit  
[ACCESSMiamiJobs.com](http://ACCESSMiamiJobs.com)

# Your ACCESS to Opportunities



**ACCESS**  
Miami





# ACCESS miami

Your  
**OWN**  
way...

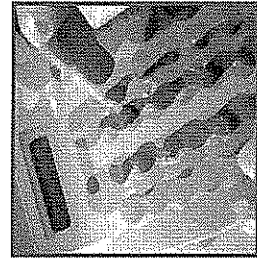
*ACCESS Miami is a comprehensive initiative designed to unite City of Miami resources with those available in the public, private, and non-profit sectors, to help empower residents with access to the financial tools and education that are fundamental to economic prosperity. ACCESS Miami stands for Assets, Capital, Community, Education, Savings and Success, and is the next phase of Mayor Manny Diaz's Anti-Poverty Initiative, originally launched in 2001 to combat poverty and support an improved quality of life for all residents. To date, ACCESS Miami has established numerous collaborations with high-profile partners, working with each on a one-on-one basis to offer opportunities for City residents year-round, including financial seminars, workshops, free tax preparation, workforce initiatives, small-business loans and more. Residents can access as many -- or as few -- of these resources as they see fit.*

## ACCESS to Existing Benefits

ACCESS Miami works to increase public awareness of existing benefits that are available to working families throughout the City. To that end, it has aligned itself with ongoing programs that offer assistance to residents. Some of these programs include:

### The Benefit Bank

This Internet-based eligibility tool is available at the City's 13 NET (Neighborhood Enhancement Team) locations and at various community-based and faith-based organizations. It allows residents to enter their relevant information with the assistance of a counselor, in order to complete their tax returns while making sure residents take advantage



of ALL available federal tax credits, such as the child tax credit, the Earned Income Tax Credit (EITC), and other benefits such as Food Stamps, Medicaid/KidCare, and more.

### Tax Preparation Season

The City offers multiple options to assist residents with tax preparation during tax season. These include the operation of Volunteer Income Tax Assistance (VITA) super sites that offer free tax preparation with the support of the Internal Revenue Service. Plus, the City of Miami recently signed an agreement with H&R Block, the nation's largest tax preparer, to offer City residents drastically discounted tax preparation services at select "partner" H&R Block sites throughout the City.

## ACCESSMiamiJobs.com

A program created by the City's Department of Economic Development, ACCESSMiamiJobs.com provides training and job opportunities in several local industries to City of Miami residents. The goal of the program is to ensure that prescreened City residents have access to employment and opportunities, creating a direct training link between City residents and job placement. Visit ACCESSMiamiJobs.com today and search for the right job for you! For your convenience, computer kiosks are available at select NET office locations for you to access the website for free.

## ACCESS to Accumulating Wealth & Increasing Assets

ACCESS Miami continues to actively seek partners that can assist City residents with saving and investing in their futures.



The City has invested funds and resources to offer a one of a kind savings program called the Matched Savings Fund for those who qualify. Eligible City of Miami residents can open Individual Development Accounts (IDAs) whereby every \$1 they put into the account is matched with another \$2 for up to \$4,000 (maximum allowed matched dollars) in savings per family. The saved monies must be utilized towards purchasing a home or capitalizing a business.

*Call 311 for more ACCESS information*



Agency Name	Type of Facility	Comments	Street Name	Street #	Agency Contact Person	Agency Telephone Number	Capacity
Andrew Jackson Ctrts	Affordable Housing		1457 Jackson St	1457		252-3708	
Apollo Apartments	Affordable Housing		Richards Road	850		834-3277	
Berkshire Apts	Affordable Housing		Porter Road	1500		226-7760	
Carleen Batson Waller Manor	Affordable Housing		31st Ave S.	106		252-3734	
Catholic Charities	Affordable Housing	Refuge resettlement	S 6th Street	10	Kellye Branson	259-3567	
Charter Village	Affordable Housing		Rio Vista Drive	333		868-5388	
Cheatham Place	Affordable Housing		9th Ave North	1564		252-3691	
Chippington Towers I	Affordable Housing		Berkley Dr.	94		868-7751	
Chippington Towers II	Affordable Housing		Coreland Dr	1310		865-7920	
Cumberland View	Affordable Housing		Edge Hill Ave	591		252-3728	
Cumberland View Towers	Affordable Housing	62 and older	Cheyenne Blvd.	1201		868-8653	
CWA Apartments	Affordable Housing	62 and older	Shelby Ave	500		254-5576	
Dandridge Towers/Episcopal	Affordable Housing		Ocala	1310		832-2951	
Dellway Villa Apts	Affordable Housing		Dellway Villa Road	345		262-2169	
Edgefield Manor	Affordable Housing		Shelby Ave	525		252-3713	
Edgehill Homes	Affordable Housing		12th Avenue, South	1277		252-2294	
First Baptist Church/Capital Hill	Affordable Housing		Cliff Drive	2136		254-6505	
Hadley Park Towers	Affordable Housing		John A. Merritt Blv	2901		252-3724	
Haynes Garden Apartments	Affordable Housing		Whites Creek Pike	2715		228-1324	
Hickory Forest Apartments	Affordable Housing		Ocala	562		833-5095	
Hickory Hollow Towers	Affordable Housing		Curtis Hollow Road	100		731-5252	

Agency Name	Type of Facility	Comments	Street Name	Street #	Agency Contact Person	Agency Telephone Number	Capacity
Historic Preston Taylor Hope VI	Affordable Housing		Preston Taylor Place	3904		252-3680	
Howe Garden	Affordable Housing		Greenwood Ave	1921		228-6788	
I. W. Gernert Homes	Affordable Housing		Edgehill Ave, Ste 1000	1101		252-3717	
J. C. Napier Homes	Affordable Housing		Claiborne	648		252-2288	
James A. Cayce Homes	Affordable Housing		s. 7th St.	701		252-2280	
James Roberston Apartments	Affordable Housing	62 and older, but could change on 7/1/09	118 7th Ave North	118		255-0402	
John Henry Hale Hope IV	Affordable Housing		16th Ave. N	499			
John L. Glenn Residential Center	Affordable Housing		28th Ave N.	2016		259-4048	
Knollcrest Apartments	Affordable Housing		Creekwood Drive	3301		227-1339 (disconnected)	
Leah Rose Apartments	Affordable Housing	62 and older	Acklen Avenue	1900		298-2634	
Madison Towers	Affordable Housing	62 and older	N. Dupont Ave	591		252-3728	
Madison View Towers	Affordable Housing	(changed to Riverwood Towers Apts)	N. Dupont Ave	621		865-2221	
Margaret Robertson Apts	Affordable Housing		Margaret Robertson Drive	571		889-7711	
Marina Manor East	Affordable Housing		414 Neil Avenue	414		226-0374	
Metro Center Teachers Apts	Affordable Housing		451 Ponder Place	451		254-0394	
Metropolitan Nashville Teachers Apts	Affordable Housing		Abbott Martin Road	2209		297-7536	
Nashville Christian Towers	Affordable Housing	62 and older	Foothill Drive	101		361-3583	
Old Hickory Towers	Affordable Housing		Industrial Drive	930		847-3474	
Parkway Terrace	Affordable Housing		N. 7th Street	196			
Parthenon Towers	Affordable Housing		28th Ave N.	301		252-3734	

Agency Name	Type of Facility	Comments	Street Name	Street #	Agency Contact Person	Agency Telephone Number	Capacity
Phyllis Wheatly homes Apts	Affordable Housing		Vanderhorst Drive	521		226-5544	
Progressive Manor	Affordable Housing	Changed to Home Mission Haven	Clarksville HiGroup Homeway	2401		256-0427	
Project Independence	Affordable Housing		Lebanon Rd	2967		885-7780 (disconnected)	
Radnor Towers	Affordable Housing		Nolensville Road	3110		832-7802	
Richland Hills Apts	Affordable Housing		Maudina	5800		356-0809	
Sam Levy Homes	Affordable Housing		303 Foster Ave	303		252-3674	
Shelby Hills Apartments	Affordable Housing		South 10th Street	209		226-5056	
Skyview Apartments	Affordable Housing		Susannah	307		298-2194	
Tony Sudekum Homes	Affordable Housing		University Crt	101		252-3660	
Trevecca Towers	Affordable Housing		Lester Ave	60 & 84		Tower 1-244-6911 Tower 2-244-6922	
Trinity Hills Village	Affordable Housing		Nocturine Drive	400		228-0176	
Urban Housing Solutions	Affordable Housing		Murfreesboro Pike	411	Rusty Lawrence urbanhousing@yahoo.com	726-2696 ext. 118	
Villa Maria	Affordable Housing		White Bridge Rd	32		352-3084	
Vine Hill Hope VI	Affordable Housing		Benton Ave	601		383-5205	
Vine Hill Towers	Affordable Housing		Benton Ave	625		252-3686	
Wedgewood Towers	Affordable Housing		Wedgewood Ave	1195		269-3464	
Winstead Manor Apts	Affordable Housing		Edmondson Pike	4960		832-0533 (Disconnected)	
Campus for Human Development	Day Shelter		8th Avenue South	532		251-9791	
Community Fellowship	Day Shelter	Day Shelter	8th Avenue South	511		227-1953	

Agency Name	Type of Facility	Comments	Street Name	Street #	Agency Contact Person	Agency Telephone Number	Capacity
Davidson Co. Juvenile Detention	Detention Center for Children		Woodland Street	100	Patrick Curran	?	
Affordable Housing Resources	Educational	Homebuyer Education			Kebbyn Bryant	251-0025	
Bread of Life	Educational	Home Buyer Education	4005 Clarksville Highway		Janice Thompson	876-9996	
Buen Vecino/Good Neighbor	Educational	Homebuyer Education	5609 Haven Drive		Jorge Luna	832-4839	
Christian Community Services	Educational	Homebuyer Education	601 Benton Ave		Patrick Johnson/Beverly James	297-4024	
Citizens for Affordable Houses	Educational	Homebuyer Education	295 Plus Park Blvd		Patrica Davis/Adrian Davis	361-9101	
Conexion	Educational	Homebuyer Education	800 18th Ave South		Jose Gonzalez/Angel ica Farfan	320-5152	
Down Syndrome Association	Educational	Homebuyer Education	111 North Wilson Blvd		Sheila Moore	386-9002	
Fairfield Baptist Church	Educational	Homebuyer Education	120 Fain Ave		Jackie Gren	242-3167, Ext 259	
Fifteenth Ave Baptist Church	Educational	Homebuyer Education	1209 9th Ave North			254-4326 (disconnected)	
Hope Works	Educational	Homebuyer Education	1213 Jackson Street		Terri Kennedy	327-7996 (disconnected)	
Nashville Area Habitat	Educational	Homebuyer Education	1006 8th Ave South		Casey Campbell	254-4663	
New Level CDC	Educational	Comprehensive Affordable Housing services	1112 Jefferson Street		Norma Drake	627-0347	
Park Center North East	Educational	Homebuyer Education	948 Woodland Street		Louetta Hix	650-2900	
Pencil Foundation	Educational	Homebuyer Education	421 Great Circle Road		Jacquelyn Green	242-3167	
Residential Resources	Educational	Comprehensive Affordable Housing services			Beverly Stovall or Roslind Robinson		
Servus CDC	Educational	Homebuyer Education	604 Gallatin Road 1101 Darbytowne Drive		George or Ashley Willis	650-9779 865-9737	
Suntrust Bank	Educational	Homebuyer Education	204 4th Ave North		Barbara Snell/Marc Ware	748-5001 (Disconnected)	

Agency Name	Type of Facility	Comments	Street Name	Street #	Agency Contact Person	Agency Telephone Number	Capacity
UT Extension	Educational	Homebuyer Education	800 2nd Ave North Suite 3		Jane Gault	862-5995	
Woodbine Community Org	Educational				Cathie Dodd twoodham@wo odbinecommunit y.org	833-9580	
A. A. Martin Housing	Family Boarding Home	Supportive Living Facilities	Anderson Rd	3113		615-367-0236 ?	5
A. A. Martin Housing	Family Boarding Home	Supportive Living Facilities	Cedar Court	100			8
Ameri-Kare	Family Boarding Home	Supportive Living Facilities (Family Boarding Home)	32nd Avenue, North	909	Janie Ganaway	615-963-7439	8
Barbara's Boarding Home	Family Boarding Home	Supportive Living	Lindell Avenue	2212			8
BMJR, Inc. (Centerstone Homes)	Family Boarding Home	Supportive Living	Holly Street	1103	Ralph Bass	615-262-7748	8
Brittany Care Home	Family Boarding Home	Supportive Living	Brittany Drive	2601	Leonard Coleman	615-262-5323 / 615-226-6556	5
Carter's Boarding Home	Family Boarding Home		Lische Avenue	1606			3
CFC Family Care	Family Boarding Home	Male & Female	1031 College Ave		Edgar Covington	342-0136	No Answer
Covington's Care Home	Family Boarding Home		Torbett Avenue	3214	Edgar Covington	615-342-0136	No Answer
Covington's Care Home	Family Boarding Home		Torbett Avenue	3208	Edgar Covington	615-342-0136	No Answer
Covington's Family Care	Family Boarding Home		College Avenue	1030	Edgar Covington	615-342-0136	No Answer
Foundation Assoc.	Family Group Home	Supportive Living	W. McKennie Ave.	1001	Melanie Hampton	615-256-9002 (fax #)	8
Foundation Assoc.	Family Group Home	Supportive Living	Brasher	2429			8
Foundation Assoc.	Family Group Home	MID. TN. MHC Supportive Living Facilities	McClurkan Ave.	906A			5
Foundation Assoc.	Family Group Home	Supportive Living	McClurkan Ave.	906B			5
Foundation Assoc.	Family Group Home	Supportive Living	McKennie Ave.	1000			5

Agency Name	Type of Facility	Comments	Street Name	Street #	Agency Contact Person	Agency Telephone Number	Capacity
Hyde's Group Home	Family Group Home		Vaulx Lane	2505	Katherine Hyde	615-383-2269(disconnected)	4
Jo Ann Moton's BH	Family Group Home	MID. TN. Mental Retardation BH Facilities	12th Avenue, South	1090			5
Salim Homes, Inc.	Family Group Home	Males & Females	Chicamauga Ave.	1039	Felicia Dangerfield	615-228-8769	8
Sylvia's Peaceful Palace	Family Group Home	MID. TN. MHC Supportive Living Facilities	Montgomery Ave.	1308			7
The Mary Parrish Center	Family Group Home	Transitional Housing for Women & Children				(615) 256-5959	
The Moreland House	Family Group Home	MID. TN. MHC Supportive Living Facilities	Little Hamilton Ave.	1310			4
TN Bapt Adult Homes, Lake Park Home	Family Group Home	MID. TN. MHC Supportive Living Facilities	Helena Bay Court	4108			8
Willow Rest	Family Group Home	MID. TN. MHC Supportive Living Facilities	Bryan Street	1413			3
WriGroup Homet Place	Family Group Home	MID. TN. MHC Supportive Living Facilities	Ireland St	1306			8
Young's Haven #2	Family Group Home		Seymour Ave	946	no answer	615-226-1114/957-4011	8
Young's Haven Home	Family Group Home		Rayon Dr.	106			8
YWCA Domestic Violence	Family Group Home	Women & Children				242-1199 (hotline)	
A. Michele Biddix	Group Home	Females	2716 Hydes Ferry Road			480-430-0249	2
All the Way Home	Group Home	Supportive Living	312 McCall St			(615) 781-1182 (disconnected)	
Ann's Care Home	Group Home	Males	111 Denise Drive		Kelvin Talley	615-957-8874	
Brittiant Care Home	Group Home	Males	3137 Larkspur Drive		Leonard Coleman	615-826-3699	

Agency Name	Type of Facility	Comments	Street Name	Street #	Agency Contact Person	Agency Telephone Number	Capacity
Brittany Care Home	Group Home	males	1910 Upland Drive		Leonard Coleman	615-826-3699	
Brittany Care Home	Group Home	males	2523/2525 Brittany Drive		Leonard Coleman	615-826-3699	
Brittany Care Home	Group Home	males	201 Ewing Lane		Leonard Coleman	615-826-3699	
Centerstone - Cornerstone Home	Group Home	Males & Females	1103 Holly Street		John Sanders	615-460-4440	
Centerstone - Young's Haven	Group Home	Males	946 Seymour Ave		John Sanders	615-460-4440	
Connexus	Group Home	Men only	Iverson Ave	1005			4
Connexus II	Group Home		CreiGroup Hometown Ave	50			3
Eagles Nest Transitional Living	Group Home	males	109 Eve Circle		Jeff Campbell	615-419-6622	
Eagles Nest, Inc	Group Home	males	1131 Delmas Ave		Jeff Campbell	615-419-6622	
Grace Care Group Home	Group Home	Male	703 32nd Ave		Don Kim	615-963-9943	
High Hopes Boarding Home	Group Home	Male & Female	1550 Beckwith Road		Janet Strickland	615-491-1250	
Hope Center	Group Home	Recovery for Women	8th Ave South	1716		312-1580	
Hopewell Care Home	Group Home	Male & Female	3825 Atwell Drive		Demitra Searcy (disconnected)	615-876-5733	
House of Hope	Group Home	Women's only	Buchanan Street	2614	Rev Adric Lane	615-742-1303	11
House of Mercy	Group Home	Transitional Housing for Women & Children	4908 Kentucky Avenue		(615) 385-7686	(615) 385-7686	
JC&M Consumer Care Home	Group Home	Male	Nassau Street	1720	Marlon Coleman	615-256-4888	5
Kindred Spirit of America	Group Home	Men only; sex and violent offenders ineligible	Bays Water Place	805			3
Kindred Spirit of America	Group Home	Men only	Luann Drive	3292			3
Kindred Spirit of America	Group Home	MHC Adult Residential Treatment Facilities	Paragon Drive	3529			3
Magdalene	Group Home	serve women with a criminal history of drug abuse and prostitution					
Mental Health Coop-Respite Program	Group Home	Male & Female	S. Hamilton Rd.	1809	C. Crawford	615-743-1462	8

Agency Name	Type of Facility	Comments	Street Name	Street #	Agency Contact Person	Agency Telephone Number	Capacity
Mission of Hope House	Group Home	Males	Granada Ave	1030	Emmie herderson	615-228-0907	5
Mur-Ci Homes for Retarded, Inc.-Bowfield Residence	Group Home	Men only, no sex offenders	Baby Ruth Lane	2984			8
Muri-Ci Homes for Retarded, Inc.-Murfreesboro Residence	Group Home	MID. TN. MHC Supportive Living Facilities	Baby Ruth Lane	2984			8
Nashville Transition Center	Group Home		Plum Street	2412	Joel Player	615-741-1505	24
New Horizons Corp/Eanes House	Group Home	MID. TN. MHC Supportive Living Facilities	Foxwood Lane	221			8
New Horizons Corp/Burkett House	Group Home	MID. TN. Mental Retardation BH Facilities	Foxwood Lane	212			8
New Horizons Corp/KC Donelson Group Home	Group Home		Lebanon Rd	2967			7
New Horizons Corp/KC Madison	Group Home	MID. TN. MHC Supportive Living Facilities	K C Court	408			6
Open Arms Care Corp #1	Group Home	Girls	Old Hickory Boulevard	13312			8
Open Arms Care Corp #2	Group Home	Men only, business ofc: 601A Harpeth Bend Drive	Mt. Pisuah Rd	6120			8
Open Arms Care Corp #3	Group Home	MID. TN. MHC Supportive Living Facilities	Burkett Rd	6854			8
Open Arms Care Corp #4	Group Home	MHC Residential Treatment for Children & Youth	Burkett Rd	6850			8
Open Arms Care Corp #5	Group Home	Children	Cane Ridge Rd	5821			8
Open Arms Care Corp #6	Group Home	Women Overcoming Mental Illness A&N	Cane Ridge Rd	5825			8
Open Arms Care Corp #7	Group Home	Boys	Miller St	2411			8
Open Arms Care Corp #8	Group Home	MID. TN. MHC Supportive Living Facilities	Miller St	2415			8



Agency Name	Type of Facility	Comments	Street Name	Street #	Agency Contact Person	Agency Telephone Number	Capacity
Park Center	Group Home	Females	W. Eastland Ave.	1001	Barbara Quinn	242-3576	8
Park Center-Eastland House	Group Home	Females	W. Eastland Ave.	950	Penny Campbell	615-228-1164	8
Park Center-Ivory House	Group Home	Males	Iverson Ave	1019	Penny Campbell	615-228-1164	8
Park Center-Safe Haven	Group Home	males	Ordway Pl.	1104	Penny Campbell	615-228-1164	8
Parson's Group Home	Group Home	MID. TN. MHC Supportive Living Facilities	Brick Church Pk	3107		615-226-6754 (disconnected)	5
People Helping People	Group Home	Male & Female	2848 Hydes Ferry Road		Jaqueline Biddix	615-227-3713 (# no longer in service)	
Progress, Inc.	Group Home	MHC Residential Treatment for Children & Youth	Maplewood Lane	1018	Donna Goodaker	399-3000	8
QuestCare Group Home	Group Home	males	21st Ave., N.	1529	Caldwell Wright	615-516-5499 (cell)	8
QuestCare Group Home	Group Home	Males	23rd Ave., N.	1608	Caldwell Wright	615-516-5499 (cell)	6
Reaching Visions Today, LLC	Group Home		Revels Drive	747			2
Safe Entry-Campbell Rd	Group Home	Male & Female	639 East Campbell Road		Perrion Gordon	615-860-2244	
Salim Homes, Inc.	Group Home	Male & Female	2714 Deerfield Ave		Lisa Frasier	615-568-0024	
Senior Center	Group Home	Men Only	Meridian St.	1116		615-262-9423	8
Sherry's Home	Group Home	Male & Female			Sherry Ann Long	615-227-6246	
Woman (changed to Safe Entry)	Group Home	Females	East Campbell Rd	639	Perrione Gordon	615-870-0300	8
Y-Cap Group Home	Group Home	Women only	Eastland Avenue	1708	Jim Finchum	615-650-5433	5
Youth Villages/Binkley Group H.	Group Home	MID. TN. MHC Supportive Living Facilities	Binkley Drive	373	Debbie Childress	615-331-3240	8
Charity Missions for Christ BH	Group Home	Male	Roy Street	802	Rev. C. R. Williams	615-254-8528 (disconnected)	12
Safe Entry - Cumberland Hills	Group Home	Male & Female	216 Cumberland Hills Drive		Perrion Gordon	615-860-2244	
Youth Villages/Tallwood Group h	Group Home (Children)	Children	Tallwood Drive	128	Debbie Childress	615-781-0080	8

Agency Name	Type of Facility	Comments	Street Name	Street #	Agency Contact Person	Agency Telephone Number	Capacity
Youth Villages/Wallace Group H	Group Home (Children)		Wallace Road	260	Debbie Childress	615-832-8347	8
Mur-Ci Homes for Retarded, Inc. Friendship Residence	Group Home boys_	Boys	Baby Ruth Lane	2984			8
Muri-Ci Homes for Retarded, Inc-Smith Spring Residence	Group Home(Women)	Female Only, Sex & Violent Offenders Ineligible	Baby Ruth Lane	2984			8
Aphesis House, Inc.	Halfway House	Supportive Living	4th Ave., S.	1124		615-525-7359	
Dismas House	Halfway House	Men and women	16th Ave., S.	1513	Janelle Brown	615-297-9287	
Hands of God Recovery	Halfway House		Stockell Street	1110	Kelvin	615-227-4734	Disconnected
Hands of God Recovery	Halfway House		Petway Ave.	919	Kelvin Walker	615-227-4734	Disconnected
Hands of God Recovery	Halfway House	MID. TN. MHC Supportive Living Facilities	N. 2nd St	1119	Angela Gooch	615-227-4734	Disconnected
Hands of God Recovery	Halfway House	Men only, violent or sex offenders ineligible	Edwin Street	525	Kelvin Walker	615-227-4734	Disconnected
Hands of God Recovery	Halfway House	MID. TN. MHC Supportive Living Facilities	Meridian	1341	Kelvin Walker	615-227-4734	Disconnected
Hands of God Recovery	Halfway House	Men only	37th Ave., N.	413	Kelvin	615-227-4734	Disconnected
Katherine Home	Halfway House	MID. TN. MHC Supportive Living Facilities	Katherine Street	3900	Pam Cavala	615-650-1690	
Mending Hearts	Halfway House		Phillips Street	923	Katrina Frieron	615-299-8823	Disconnected
Operation Stand Down	Halfway House	MID. TN. MHC Supportive Living Facilities	Edgehill Ave, Ste 1000	1101	Ann Barber	615-321-3919	
Opportunity House	Halfway House	Men only, business ofc: 601A Harpeth Bend Drive	Hailey Ave	1907	Angela	615-977-7607	
Opportunity House	Halfway House	Violent or sex offenders ineligible, men only	Hailey Ave	1805	Angela Crumpton	615-977-7607	

Agency Name	Type of Facility	Comments	Street Name	Street #	Agency Contact Person	Agency Telephone Number	Capacity
Opportunity House	Halfway House	MID. TN. MHC Supportive Living Facilities	Meadow Road	3904	Angela Smith	615-977-7607	
Peace Unlimited	Halfway House	MID. TN. Mental Retardation BH Facilities	Glenrose Ave.	216	Diane Gilmore	615-793-4668	Disconnected
Peace Unlimited	Halfway House	Women only	Luna Drive	148	Diane Gilmore	615-793-4668	Disconnected
Peace Unlimited	Halfway House	MID. TN. MHC Supportive Living Facilities	Ben Allen Road	603	Pamela Fairley	615-573-7282	
Renewal House	Halfway House	Men only	Clarksville HiGroup Homeway	3410	Jude White	615-255-5222	
Spiritual Hope N. Faith	Halfway House		Cheyenne Blvd.	1328	Vanessa	615-262-8855	
The Next Door	Halfway House	Women only, no sex offenders or 1st degree murder convictions	8th Avenue South	128	Linda Leahers	615-251-8805	
TLC Housing	Halfway House	MID. TN. MHC Supportive Living Facilities	Granada Ave	1036	Lyn Noland	615-860-2029	
TLC Housing	Halfway House	Male, business ofc 601A Harpeth Bend Dr, no violent or sex offenders, must come directly from institution, must have a&d problems	McClurkan Ave.	935	Lyn Noland	615-860-2029	fax
TLC Housing	Halfway House	Violent or sex offenders ineligible, men only	Brasher Ave	2405	Trent Jarrett	615-593-7074	
TLC Housing	Halfway House	No sex offenders	Cahal Ave	1004	Trent Jarrett	615-255-4147	Disconnected
TLC Housing	Halfway House	Women only, business ofc: 601A Harpeth Bend Drive	McClurkan Ave.	925	Trent Jarrett	615-255-4147	Disconnected
TLC Housing	Halfway House		Warrior Rd	217	Trent Jarrett	615-255-4147	Disconnected
Transitional Living Inc.	Halfway House		Youngs Lane	840	Chip Healy	615-650-4831	
Transitions	Halfway House		Brasher Ave	2406	Ann Betts	615-578-7467	
Turning Point Recovery	Halfway House		Riverside Drive	1300	Mark Brakebill	615-622-3159	Disconnected

Agency Name	Type of Facility	Comments	Street Name	Street #	Agency Contact Person	Agency Telephone Number	Capacity
Turning Point Recovery	Halfway House	12 beds for males in Odom Cottage and 12 beds for female in Tallman Cottage/ Co-located	Lutie Street	302		615-662-3159	Disconnected
Turning Point Recovery	Halfway House		Valeria Street	342		615-662-3159	Disconnected
Turning Point Recovery	Halfway House		Raymond Street	220		615-662-3159	Disconnected
Villa House	Halfway House		Villa Place	1001	Pam Cavala	615-255-4337	
Welcome Home House	Halfway House	MID. TN. MHC Supportive Living Facilities	Gallatin Ave	906		615-309-7087	
Campus for Human Development	Halfway House	(Women only)	EiGroup Hometh Ave., S.	532	Rachel Hester	615-251-9791	
Choices	Halfway House	MID. TN. MHC Supportive Living Facilities	County Hospital Road	1910	Chris Hamilton	615-742-7342	Disconnected
Christian Homes	Halfway House	MID. TN. Mental Retardation BH Facilities	Glengary Drive	406	Bobby	615-361-3765	Disconnected
Christian Homes	Halfway House	Violent or Sex Offenders Ineligible	Edge O Lake	2608	Bobby Sessoms	615-298-1433	no answer
Christian Homes	Halfway House		Lawndale Drive	325	Bobby Sessoms	615-373-3500	number changed to unlisted
Legal Aid Society of Mid TN	Housing Assistance	Housing Assistance Program					
Accessible Builders Consortium, Inc.	Housing Developer				accessiblebuilders@coincast.net		
Be A Helping Hand Foundation	Housing Developer				mwright@bahelphand.org		
Bethesda Community Development Organization	Housing Developer				minimco0@msn.com		